

Plaintiffs' Exhibit 9

MAKING DRX APPY

go/making-drx-appy-sprint

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Design Sprint held Dec 3, 2014

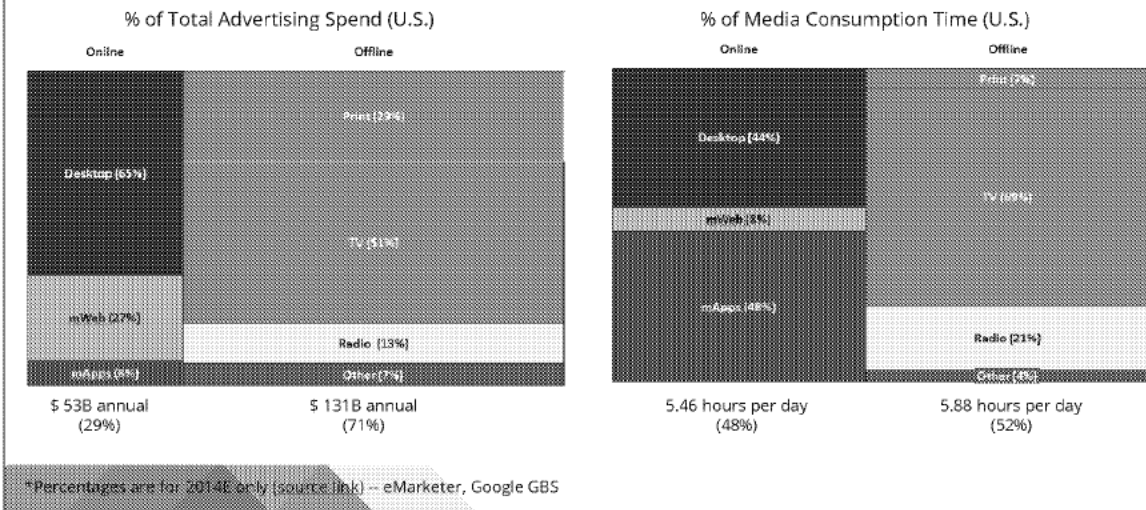
Introductions

Share your name & role.
+ 1 thing about mobile apps and ads.



Monetize: ad revenue with Ad Network Optimization and Live CPM, giving you access to real-time demand
Promote: grow your in-app purchase revenue with targeted campaigns through In-App Purchase Ads
Analytics: understand your audience (happened April 2014)

Importance of Mobile Apps



Time spent in mobile apps dwarfs mobile web... It is safe to assume brand dollars will follow user time-spent
 Mobile (Web+Apps) account for 56% of the user time spent on digital media, but only 35% of the digital Ad spend
 Mobile Apps that account for 48% of user time (and expected to increase) currently accounts for only 8% of the Ad Spend

Target Audience

- Who are AdMob's users?
 - "Pure Play" App developers first (not an existing company that launched an app). Contrasted with companies like NYT or Domino's.
- Small number of publishers contributing a disproportionate amount of revenue. Many "long tail" publishers that make small amounts.
 - Targeted more toward small-mid scale publishers.
 - New features targeted more toward larger publishers (e.g., Pinterest)
- Typical users are not as marketing/ad savvy.
- Scale is too large for 1:1 account managers; solution must be scalable.
 - Some larger pubs have account managers.